



TSAWOUT FIRST NATION

STÁUTW First Nation
Draft Strategic Plan
2022-2027

FOR COMMUNITY FEEDBACK

DRAFT



TABLE OF CONTENTS

TABLE OF CONTENTS	- 2 -
ADMINISTRATION	- 5 -
FINANCE	- 9 -
LANDS	- 11 -
HOUSING	- 15 -
EDUCATION	- 17 -
SOCIAL DEVELOPMENT	- 21 -
HEALTH	- 23 -
PUBLIC WORKS	- 37 -
FISHERIES	- 41 -

VISION/MISSION

To empower our people spiritually, intellectually, physically, and emotionally, by providing through mutual understanding a safe, open, and fair environment for our community. Appreciating our youth and valuing our elders through traditional teaching and cultural practices. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

STRATEGIC GOALS

- One. Engage with STÁUTW culture, language, and practice to guide STÁUTW administration, governance and relationship with community.
- Two. Establish a model for community wellness, that centers STÁUTW culture, language, and ways of life. Create opportunities for wellness and recovery.
- Three. Develop a conscious and deliberate respectful relationship with youth, elders, families, and community members that will allow STÁUTW to move forward as Nation.



- Four. Increase employment and training opportunities for community members that fit the overall goals and aspirations of STÁUTW First Nation.
- Five. Ensure STÁUTW laws, policies and codes are consistent with STÁUTW culture, language, and good governance practice.
- Six. Reclaim and engage stewardship of STÁUTW First Nation and its shared territories
- Seven. Engage, protect, and exercise Douglas Treaty Rights and STÁUTW Nation Rights and title.
- Eight. Advance a sustainable approach to development that includes infrastructure, housing, lands, and fisheries in a manner that creates economic opportunity, now and forever.
- Nine. Create a positive environment for growth as a Nation.
- Ten. Create a relationship with community that ensures transparent communication, engagement, consultation, and community feedback.
- Eleven. Implement tools and technology to advance the effectiveness and efficiency of the administration and governance of STÁUTW First Nation that best serve the interests of community.

ADMINISTRATION

The overall goal of the Band Manager is to build capacity amongst staff and managers; support respectful and professional relationships with community members, Chief and Council, First Nation communities and stakeholders; and create stability that will contribute and support a bright and prosperous future for STÁUTW First Nation.

YEAR 1

Environmental scan of all departments & staff:

- Fill gaps in staffing and management
- Wage assessments, and update contracts for all employees
- Decentralize administrative structure, providing department managers with increased autonomy and control over budgets, programs, development, and decision making

Human Resources:

- Performance Communication reviews and job descriptions updated
- New hire onboarding process initiated
- Educate and empower managers on HR policies and procedures
- Implement training in areas of soft skills and communication
- Implement succession planning and preparedness
- Plan team building events such as lunch & learn
- Create a respectful workplace environment for all

Update Governing Documents

- Chief & Council Governance Manual (last update was 2007)
- Human Resources Policy (last update was 2019)
- Financial Administration Law
- Marine Use Law (approved by BCR in 2020)

Build Financial Capacity

- Establish Finance team and Finance Committee

- Develop Managers' financial proficiency and knowledge of departmental budgets
- Complete 2020/21 Unqualified Audit
- Complete 2021/2022 Unqualified Audit
- Prepare documents for compliance review for 10-year grant (*approved by First Nations Financial Management Board and Indigenous Services Canada*)
- Incorporate STÁUTW Economic Development Corporation

COVID -19 Transition

- Continue to provide ongoing COVID-19 vaccinations, education, and supports to community
- Renovate facilities to provide COVID-19 safe spaces for staff and community
- Establish and maintain COVID-19 response team/staff

Improve Communication with staff, administration, community, and Chief & Council

- Established Communications Office
- Update Website, Facebook, monthly newsletter circulation, and community notices, and newsletter circulation
- Development of STÁUTW App (Launch July 2022)

Enhanced Technology services

- Upgrade computer systems and supports
- Online/web-based tools and technology (Zoom, Microsoft Teams, Google Docs)
- Improved sound system for gym

Special Projects

- STÁUTW Custom Election Law
- Douglas Treaty Implementation Strategy
- Incorporation and Development of STÁUTW Land's Trust Society

YEAR 3

Update governing documents

- Membership Law
- Housing Policy

Human Resources:

- Work towards an 80% paperless HR department
- Develop/purchase of a HR database
- Establish connections to other First Nation HR professionals
- Help Tsawout First Nation become the Employer of Choice

Special Projects

- Ratification and Implementation of STÁUTW Custom Election Law
- STÁUTW Child & Family Services Workplan

STÁUTW Land's Trust Society

- Purchase of Graham Lands from Saanich Peninsula Hospital Foundation
- Return, Ceremony, and official naming of TIXEN
- Douglas Treaty Implementation Strategy

Infrastructure

- Support ongoing process and planning for the restoration of Tetayut Creek and new bridge
- Support and develop plans for the in/out road accessing Patricia Bay highway

YEAR 5

Update Governing Documents

- Tsawout Land Code
- Review of By-Laws & Enforcement

Human Resources

- Provide additional training resources and professional development
- Partner with other departments to build work placement programs
- Maintain current and create new policies and procedures

Special Projects

- Support expansion to the Tsawout Administration building

Infrastructure

- Support Infrastructure to "land locked" areas of Tsawout for Development and Access

DRAFT

FINANCE

The Finance Department considers itself a service department to the other band administration department, community members, Chief and Council and our auditor. We hope to provide timely, accurate and authorized payments and record all transactions in a consistent manner. Over the last year we have implemented several changes to improve the finance operations.

YEAR 1-2

STÁUTW activated our Electronic Funds Transfer (EFT) module, making it possible to pay our members and vendors via eft. This limits the number of cheques we write (saves time and money) and reduces the need for members to come and pick up their cheques. It also reduces fraud, as cheque fraud is the most common fraud activity for financial transaction.

STÁUTW activated our Document Scanning and Storage module. Our purchase orders, invoices and cheque stubs, contracts and other financial information are now scanned and attached to our transactions in Adagio, our financial recording system. This dramatically decreases the time it takes to search for documents, both for staff and auditor. It also reduced the need for large storage facilities.

STÁUTW engaged all our department managers in the process of budgeting. Previous administrations removed the responsibility for developing budgets from the managers, but this is not what we believe is in the best interest for STÁUTW. Although the process is time consuming at the start, the managers are much more familiar with the finances in their departments and can assume responsibility and ownership of the financial performance. While having the department managers develop their budget for next year is a crucial step, we need to be even more proactive.

Tsawout First Nation has proposed implementation of a Property Transfer Tax, as authorized by the First nation Tax Commission and will mirror the Province of BCs property transfer tax rules.

With increased departmental activity comes and increase in financial transactions. The finance department is looking to hire a part-time finance clerk to start addressing some of the transactional requirements of the finance department, such as credit card reconciliations, budget data input and other tasks.

Finance has analyzed their account management fees and interest and has determined that Tsawout will benefit from higher interest and lower account fees by moving surplus funds to guaranteed investments. We are already seeing a nice increase in interest income.

YEAR 3-5

It is the finance department's goal to produce a five-year plan for all operation departments in conjunction with the department managers and band manager.

STÁUTW has managed to produce back-to-back year end surpluses and has been able to vastly improve their financial position. This puts STÁUTW in the position to start their comprehensive community planning, which includes Capital Projects. We are all very proud of the completion of the STÁUTW Road improvements as well as the near completion of the Big house. Finance will take a lead role in determining the financial resources and strategies needed to facilitate the Capital plans that come out of the Comprehensive Community Planning process.

The Finance Department has also been tasked with the role of financial and risk analysis for the Economic Development opportunities that are presented to STÁUTW on a regular basis. Finance is involved in the building of the STÁUTW Economic Development Corporation operations. Our goal is to increase our "Own Source Revenue" to match the amount of outside funding from organization like Indigenous Services Canada, First Nation Health Authority and CMHC. Once we achieve this, we can truly make our own decisions of how and where to spend our resources.

LANDS

STÁUTW First Nation has a profound and sacred relationship with the land. We have an obligation to care for and respect the land for each other and future generations.

Lands Issues needing to be addressed:

- Land and water referrals- Confusion and inconsistent process
- Lands Management- Developers interests favoured
- Lands Registration- Registry not running at capacity
- Dispute Resolution- 100 + internal land disputes
- Digitalization- We don't know what we have/what we don't
- Membership- Membership requests building

Lands Department Program Goals:

- Land and Water Referrals- Full Control over Tsawout Lands
- Land Management- Ensuring Tsawout interests first
- Lands Registration- Fully operational Registry
- Dispute Resolution- Resolving legacy disputes
- Digitalization- Protecting Tsawout data and information
- Membership- Up to date Membership program

YEAR 1

Land Referrals

- Fully functional LOUIS toolkit
- Establish Referrals Consultation Policy
- Implementing fee Schedule for all Referrals

Lands Management

- Policy development and needs assessment (based on funding availability)
- Development process in LOUIS Toolkit

- Capacity Development

Land Registration

- Policy to require registration
- Easy to locate fees schedule on Tsawout website
- Update Fee schedule and forms

Dispute Resolution

- Enhance the community's understanding in the process to create trust and a willingness to engage
- Ensure the community feels heard and valued by the dispute resolution process while acknowledging the challenges and celebrating the successes
- Support and inspire the community to take an active role in the dispute resolution process

Digitization

- Scan all documents and organize
- Determine what data is needed and what needs to be updated
- Create organization structure-flowchart

Membership

- Address all membership applications currently pending decision
- Update Membership applications

YEAR 3

Lands Management

- Develop more land protection requirements
- Establish enforcement
- Property Transfer Tax (PTT)

Land Registration

- Increase fee schedule
- Register the unregistered parks
- Coordinate with Taxation on Fees

Dispute Resolution

- Develop a transparent dispute resolution to ensure all disputes are handled respectfully and appropriately by the Dispute Resolution Panel
- Ensure all decisions made by the Dispute Resolution Panel are respected by the community
- Collaboratively work with disputed parties to enhance accountability

Digitalization

- Retrieve all Tsawout data from external agencies
- Uploading data into LOUIS toolkit
- Knowledge holder Interviews

Membership

- Re-establish Membership Committee
- Train new membership clerk
- All on reserve status data in LOUIS toolkit

YEAR 5

Land Referrals

- Implement Referral permits and penalties
- Archaeological team development
- Community engagement in cultural knowledge gathering

Lands Management

- Sustainable governing body
- Established enforcement and ticketing
- JESKEN Development

Lands Registration

- LOUIS Toolkit online registration process
- Online payment system for registrations
- Automated file/retrieval system developed on LOUIS Toolkit

Dispute Resolution

- Improve and enhance members ability to develop and build family homes
- Explore new opportunities for land development
- Support the community and families to reduce conflict
- Continue and enhance our efforts at encouraging landowners to care for their lands.

Digitization

- Implement 'catalogue' system, keyword search capabilities
- Update Maps and GIS System
- Implement data sharing agreements and form

Membership

- Transfer and re-instatement process online
- All Tsawout members hold enhanced status card
- Seek further funding for department

HOUSING

STÁUTW strategic plan for the Housing Department is broken up into 1 year, 3 year and 5-year goals that contain actionable activities to improve the community's relationship with the housing department, address needs promptly and effectively, and develop new housing through skills development and collaborative design in the community. The phased delivery of the strategic plan encourages building up to a responsive Housing Department that can meet the needs of the community promptly and work towards the development of affordable, sustainable, and adequate housing to the community.

YEAR 1

Managing Community Housing to Community Managed Housing

- Create Manifest of Band owned homes available to the community
 - Establish a community centered housing committee
 - Report arrears to the community
 - Create Housing Policy Overview that is in plain language and available to community
-

YEAR 3

Dividends of Community Investment

- Develop a culturally Relevant and Culturally enforceable Housing Policy that fosters accountability and community building
 - Develop a Housing Business Plan that develops capacity in the community to become their own builders of new housing
 - Transition Housing Management funding out of the housing budget and invest all rental revenue into the community.
-

YEAR 5

A Nation of Builders

- Create SᑭÁUTW First Nation Housing Development Organization that can develop partnerships with builders, architects, and material suppliers that can act as the primary contractor for community housing developments
- Expand capacity of Public Works staff to become building maintenance and construction professionals
- Create a community owned Carpentry/Woodworking Shop that engages your that can both inspire youth to enter Construction and Engineering post-secondary programs and deliver renovation support to homes in the community
- Streamline process for community members who are building homes

Strategic Vision A Housing Secure Community

- Ensure all SᑭÁUTW Families have access to safe, healthy, and affordable housing that can respond to their needs promptly and efficiently.
- Ensure Elders housing is designed to age in place and have access to necessary health care and home care
- Create accountability and trust in SᑭÁUTW'S Housing Department through regularly reporting to the community
- Centre Community in the administration, planning, and governance of Housing

EDUCATION

“Children are our most valuable resource, and we strive to support and encourage a positive sense of self, and the desire for lifelong learning.”

SFAUTW SENĆOFEN ÁUTW

Full immersion language daycare for children 0-4 yrs.

Head Start Program

Family centered program for expecting mothers and children 0 – 6 yrs.

I, TOTELNEW, ÁUTW

Educational after school program, nutritional snacks, and advocacy to school aged children/youth

Youth Program

Supporting youth ages 12- 19 yrs.

Young adults 19 – 30 yrs.

YEAR 1

Growing our **SFAUTW SENĆOFEN ÁUTW** by welcoming more **WSÁNEĆ** community children into the nest.

- Hiring qualified staff, Language teacher, ECE certified, Education Assistant and Elder/Mentor.
- Increased parent participation by inviting them to open house activities, field trips, cultural camps, land-based learning etc.
- children take home daily language activities for parents to learn along with their child.

Build strong community **WSÁNEĆ** relationships

- Collaboration with WSÁNEĆ language revitalization program
- Provide SENĆOŦEN language resource packages to STÁUTW Families
- Hosting Tea and Snacks with Elders
- Continue to share SENĆOŦEN Lessons on Facebook
- Hosting language lessons for all age groups

Strengthen Relationships with External Partners

- AIDP & ASCD from VNFC
- Queen Alexandra
- Tribal School language nest
- Holy Trinity Church
- UVIC and Camosun Language Revitalization students.
- First Peoples Cultural Council Zoom Workshops\
- Attend other WSÁNEĆ Community Cultural Events

I, TOTELNEW,ÁUTW

Our goal is to provide a structured and safe environment, which promotes responsible behaviour, respect for others and a positive attitude for all students and staff. Students focus on homework, reading, writing, math, and group activities.

Develop positive communication with STÁUTW Community Members

- Continue to post pictures of activities on Facebook
- Monthly STÁUTW education Newsletter
- Yearly Survey posted on Facebook for community members pursuing Education Interests

Support WSÁNEĆ Elders to engage in relationship building by creating dialogue

- Elders and youth committee teaching cultural values
- Elder's tea

Encourage children and youth to become future leaders in STÁUTW.

- Mentorship program for youth
- Inviting the Chief and Council to create dialogue in leadership

- Field trips to Universities and Colleges
- Support children with good leadership skill in the SENĆOŦEN language

Continue to host community events

- Fall-welcome back to school
- Winter-Christmas Dinner
- Spring-Spring Camp and Easter Celebration
- Summer-Summer Camp

Tsawout Head Start

Parents and guardians are the primary teacher and caregivers of their children. Head Start supports and encourages each child's positive sense of self, and the desire for lifelong learning.

- Hiring Head Start Outreach worker.
- Programming for parents at home with their children.
- Open House yearly for all Education programs.
- Extra tutoring support for all ages
- Technology support
- New Van for Education Department
- Recognize and Celebrate our Graduates

Tsawout Youth Program

- Providing yearly activities for youth with outings to sporting events and other fun stuff such as movies, bowling, swimming etc.
- Summer cultural camps.
- Helping youth navigate school studies, job search, tutoring, relationships with peers, etc.
- Proving a safe space to talk about hard topics and providing referrals and supports to outside agencies.
- Collaborating with the school district counselors to provide consistent support for the youth.

YEAR 3-5

- Early Childhood Centre (daycare)
- Have all education programs under one building
- Continue to expand Education department
- Continue to strive for all children fluent in the SENĆOŦEN language
- Recruit W̱SÁNEĆ community member to apply for ECE certification
- Continue to apply for grants to enhance programming
- Have post-secondary control over sponsorship
- Learning the language with our S̱ÁUTW̱ Elder
- Hire a Jordan's Principal Consultant
- Creating a new space for the Tsawout Youth.

SOCIAL DEVELOPMENT

Our vision is the empowerment of our people, spiritually, intellectually, physically, and emotionally, by providing through mutual understanding a safe, open, and fair environment for our community. Appreciating our youth and valuing our elders through traditional teaching and cultural practices. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

YEAR 1

We need to understand the objective and expect outcome of the income assistance program, including its intent of being a temporary financial support.

- Simplify Income Assistance Mandate
- Improve the Community's understanding of Income Assistance
- Enhance our client's knowledge about their rights and responsibilities when they are receiving income assistance
- Support clients to be independent of income assistance by creating opportunities to learn about budgeting, cost of living, and life skills
- Improve communication between the Social Development department staff, administration, and leadership for clarity on income assistance guidelines

YEAR 3

STÁUTW seeks to not only support clients in creating educational and employment goals, but to help clients achieve these goals.

- Create Educational and Employment goals for all Clients
- Identify and decrease barriers that prevent clients from achieving employment and education goal

- Enhanced education and training opportunities, offering a variety of specializations.
- Improve the way information is shared by improving inter-departmental communications
- Create an incentives program designed to encourage and support clients to complete their goals.

YEAR 5

STÁUTW seeks to not only increase the employment rate of STÁUTW members, but to increase the skills, knowledge, and expertise of its members.

- Increase Employment Rate within the Nation
- Improve quality of literacy and education amongst STÁUTW members
- Increase access to safe and affordable childcare
- Increase opportunities for access to post-secondary education

HEALTH

A Community Health and Wellness Plan is like a pathway guiding the way forward. A Community Health and Wellness Plan is grounded in community values, culture, and traditions. It charts community practices moving forward to enhance health and well-being.

Area: Home Care Program

YEAR 1 – HOME CARE

Goal: Specialized Home Care Services Team

Tsawout’s ability to provide quality and comprehensive support to the community goes beyond offering generalized home care services. The following strategic objectives will help us take the steps we need to establish a team that can offer specialized home care services including arthritis support, diabetes care, home maker services, post-operation care, as well as transportation support.

Objective: Enhance our efforts at providing services to a larger demographic.

Action:	Responsible
<ul style="list-style-type: none"> • Increase hiring practices to allow for service expansion. 	Responsible: Health Manager/RN
<ul style="list-style-type: none"> • Improve eligibility so anyone can benefit from the diabetic shoe program. 	Health Manager/Diabetic

Objective: Improve and enhance relationships with the home care team by offering support and showing continued appreciation.

Action:	Responsible
<ul style="list-style-type: none"> Hire homemakers and healthcare workers (qualified HCA workers). 	Responsible: Health Manager/RN
<ul style="list-style-type: none"> Form networks with specialized community resources. 	All Health Care Workers

Objective: Support the community to access short or long-term home maker services in a compassionate and confidential manner.

Action:	Responsible
<ul style="list-style-type: none"> Create a referral process 	RN, MP, DR
<ul style="list-style-type: none"> Create paperwork which will allow for an assessment of each patient. 	Health Manager/RN

Objective: To compliment practitioner (Nurse Practitioner, General Practitioner) with community members (unidentified) with ongoing medical needs.

Action:	Responsible
<ul style="list-style-type: none"> Create a release of information form. 	Health Manager/RN/HCW
<ul style="list-style-type: none"> Create a confidentiality form. 	Health Manager/RN/HCW
<ul style="list-style-type: none"> Allow HCA to be involved in the hiring process. 	all team members

YEAR 3 - HOME CARE

Goal: Provide Loans for Medical Equipment

Having accessible and proper medical equipment reduces the likelihood of reinjury and increases the chance of a full and prompt recovery. The following strategic objectives will help us to secure medical equipment so we can build a fully stocked medical equipment closet and offer loans to those who need it.

Objective: Improve access to medical equipment for temporary or long-term medical ailments for individuals and/or households.

Actions:

- Secure a storage unit that is suitable to be used for an equipment loan closet.
- Work with the community to see if they can donate any equipment that they are no longer using.
- Complete grant applications and proposals to secure funding for medical equipment.
- Form relationships with external agencies for donations.

Objective: Network with external agencies to create resources and obtain medical equipment.

Actions:

- Form relationships with Red Cross and the Mt. Newton Loan Closet.
- Reach out to the First Nation's Health Authority to acquire medical equipment.

Objective: Develop and incorporate better resources to allow the medical needs of our community members to be managed internally.

Actions:

- Work to purchase a wheelchair accessible van with stairs.

Objective: Increase community members' sense of safety by offering secure and confidential services.

- Actions: Improve access to medical equipment so community members can stay within Tsawout when they need support.

YEAR 5 - HOME CARE

Goal: Incorporate Knowledge Keepers into Daily Practice and Training

Incorporating Indigenous knowledge into daily practice and training is pivotal in making sure cultural information continues to be passed from one generation to the next. The following strategic objectives will ensure we begin to incorporate knowledge keepers into our daily practice and training opportunities so important cultural traditions are never lost or forgotten.

- Objective: Inspire Indigenous practice into our daily life by reclaiming our traditional ways while dismantling historical western practices.
- Objective: Provide a safe environment to receive enhanced culturally appropriate services that compliment western practices.
- Objective: Enrich healthcare workers' ability to combine Indigenous culture into the healthcare program through teachings from knowledge keepers.

Actions:

- Identify appropriate knowledge keepers to provide cultural direction to healthcare workers.
- Use the web to enhance our learning about traditional remedies for various conditions.
- Offer workshops to gather, process and make traditional medicines for various ailments.
- Use traditional ways to collect / harvest ingredients needed to make medicines.
- Work to incorporate harvesting practices into quarterly community meals.



- Create opportunities for Elders and Knowledge Keepers to share teachings with the HCS team.
- Offer smudging within households.
- Host seasonal traditional harvesting practice for HCA's and community.
- Create relationships with local canning companies to acquire canning supplies.
- Create opportunities for HCA's, Health staff and Community members to make traditional medicines.

Area: Nursing Program

YEAR 1- NURSING

Goal: Qualified and Comprehensive Nursing Team

Tsawout seeks to not only strengthen our services but to also improve access for our community members. To achieve this, we need to ensure our nursing team is qualified and supported to handle all situations. The following strategic objectives will ensure that our nursing team is fully trained, and that sufficient staff coverage always occurs.

Objective: Improve the communities access to nursing care.

Actions:

- Improve efficiency when taking calls by ensuring calls are redirected to the appropriate provider.
- Offer same day appointment for improved access.
- Ensuring the right person is hired for the tasks.

Objective: Support our staff to strengthen and enhance the mental health and home care programs.

Actions:

- Offer an open-door policy / parking lot discussions.

Objective: Improve our efforts to support retention.

Actions:

- Define clear roles and responsibilities for staff.
- Improve communication by using the same electronic medical records.
- Work with community members to offer cultural training to staff.

Objective: Enhance our efforts to promote health and prevent disease.

Actions:

- Improve use of electronic medical records functions to recall and flag for surveillance testing / assessment.

Objective: Support and implement block funding

- Work to allow for flexibility in how funding is used to better manage identified gaps. Year 3

YEAR 3 - NURSING

Goal: Increased Access to the Health Clinic

Tsawout's ability to provide consistent and accessible health services relies on having continued access to the health clinic and the services it offers. The following strategic objectives will help ensure our clinic remains open to the community during the day, in the evenings and on the weekends.

Objective: Improve access to care.

- Work to allow for flexibility in how funding is used to better manage identified gaps. Year 3

Actions:

- Continue to support all staff members.

- Establish a transition plan to move towards having increased access to the health clinic.
- Work to develop partnerships with existing agencies.
- Create a mobile clinic.

Objective: Enhance Indigenous wellness solutions.

Actions:

- Establish a formal process that allows community members to provide feedback and suggestions for improvement.

Objective: Continue and enhance our efforts to improve and shorten wait times.

Actions:

- Offer additional same day appointments each day.
- Improve immunization access by offering evening and weekend immunization clinics.

Objective: Improve our efforts to reduce the use of the emergency room for non-urgent visits.

Actions:

- Work to improve the staff's ability to complete noninvasive procedures such as ingrown toenails.
- Deliver workshops on emergency versus nonemergency events to help clarify proper use of the hospital's emergency room.

YEAR 5 - NURSING

Developing a mentorship program is one way that senior staff can share their knowledge, skills, and experiences with new staff as well as with community members. Mentoring has many benefits for both, the mentor and the mentee. The following strategic objectives will help us work towards achieving this goal so staff and community members can begin experiencing these benefits.

Objective: Develop and incorporate strategies to improve self-esteem.

Actions:

- Offer workshops and motivational programs for staff and community members.
- Offer seasonal cultural programs.

Objective: Support community lead ideas and solutions.

Actions:

- Offer an open house to provide information about our programs. Include snacks and coffee.

Objective: Prioritize investing in the future.

Actions:

- Improve relationships with school aged children and youth by attending schools and clubs.
- Offer field trips to the health department.

Objective: Enhance and prioritize retention.

Actions:

- Offer mentorship opportunities to providers to strengthen and enhance their knowledge about an Indigenous approach.
- Establish a mentorship program that matches a community member with a provider based on their interest in the provider's work.

Area: Mental Health Program

YEAR 1 – MENTAL HEALTH

Goal: Improved Connection to Programs & Services

Tsawout's ability to provide meaningful and effective programs within the mental health department relies on ensuring that community members feel connected to the programs and services. The following strategic objectives will help us foster a deeper connection between our community members, the mental health department, and the services it offers.

Objective: Improve access to services in the Health department.

Actions:

- Implement monthly team meetings for all mental health workers (Youth Worker, Counsellors, Outreach and Elders Coordinator).
- Create a newsletter for community members.
- Offer weekly updates via social media (Facebook, Instagram, and Tik Tok).
- Invite Elders to SM events.
- Create honorarium positions for youth to deliver messages to the community.
- Offer lunches for Elders.
- Offer drum circles and crafts in which health workers attend and introduce themselves.
- Establish a process during monthly department meetings that will allow events, activities and calendars to be coordinated in advance.

Objective: Support the community in developing a good mind, good heart, good spirit, and good body.

Actions:

- Improve self-care practices among community members.

Objective: Reduce isolation and promote connection.

Actions:

- Offer monthly Elders events.
- Offer weekly drumming and crafting events.

Objective: Enhance our efforts at increasing awareness about health services and build relationships with the community.

Actions:

- Support staff to attend community events.
- Write down protocols for mental health workers.

Objective: Identify barriers and challenges experienced by Tsawout members and explore avenues to address them.

Actions:

- Create opportunities for the community to provide feedback at the monthly Health department meetings.

YEAR 3 – MENTAL HEALTH

Goal: Accessible Culturally Based Wellness Programs & Services

Tsawout's ability to provide effective programs and services is contingent on these programs and services being easily accessible and culturally appropriate. The following strategic objectives will ensure that Tsawout's programs and services are consistently and reliably offered to our community members in a culturally sensitive manner.

Objective: Improve and enhance trust between community members and the wellness program.

Actions:

- Improve staff presence at births and funerals.
- Support Counsellors to attend groups by including this criterion in their job description.

Objective: Enhance our efforts at ensuring community issues are heard and acted upon in a timely manner.

Actions:

- Provide opportunities to hear feedback and concerns by offering luncheons and dinners on a quarterly basis.

Objective: Enhance our efforts at counteracting the impacts of colonization and racism.

Actions:

- Work to identify who are allies are within the healthcare system.
- Improve our awareness about our own relationship with colonization and racism.

Objective: Develop and incorporate community opportunities for wellness and deeper connection.

Actions:

- Host a youth conference to identify the skills and talents of our community members.
- Work to create avenues for community members to share their skills.

YEAR 5 – MENTAL HEALTH

Goal: Indigenous Based Mental Health and Wellness Programs & Services

Offering Indigenous based mental health and wellness programs and services are a top priority for Tsawout First Nation. We understand the importance and necessity our traditional practices have in the healing of our mind, body and spirit. The following strategic objectives will allow us to work towards achieving this goal.

Objective: Develop and incorporate a balanced environment that encompasses both staff and community healers and knowledge keepers.

Actions:

- Offer monthly Elders Council meetings.
- Form and implement a Mental Health Advisory Council that is led by youth and Elders.

Objective: Continue and enhance our efforts at supporting Indigenous ways of being and living within the community.

Actions:

- 13 moon calendar omni-present in the whole health center.

Objective: Immerse our learning and practice with Indigenous knowledge and experience within the community.

Actions:

- Work with traditional healing/ healers from the community.
- Offer a self-care day for the community and staff.

Objective: Support the connection between staff and community workers.

Actions:

- Create quarterly team building events.

EMPLOYMENT & TRAINING

STÁUTW First Nation's Mission -To empower our people spiritually, intellectually, physically, and emotionally, by providing through mutual understanding a safe, open, and fair environment for our community. Appreciating our youth and valuing our elders through traditional teaching and cultural practices. Along this journey, we will treat each other with respect, empathy, strength, pride, and equality.

YEAR 1

Employment and training opportunities

- Recognize that youth will be the economic stability for their parents, elders, and community. Our objective is to enhance our efforts in supporting community members to become independent and self-sufficient.
 - Improve the financial security for youth by improving their financial skills and life skills.
 - Skills development and job-readiness training for re-entering the workforce post treatment and/or Covid.
 - Training programs towards Academic and Professional up-skilling.
 - Securing varied employment structures across industry for community members seeking employment for the first time or after being unemployed for a period of time.
 - Professional resume-writing and interview-preparedness.
-

YEAR 3

Enhance Business Ownership Opportunities

- Improve and enhance relationships with external networks to create additional long term employment opportunities for STÁUTW members.
 - Enhance families' freedom to pursue self-employment opportunities by expanding their life skills.
-

- Infuse the community with ideas for creating their own business opportunities. Offering mentoring opportunities towards career development.
- Facility tours and Industry sector collaboration towards skills development and training.
- Co-operative education work and study opportunities, including job-shadowing.

YEAR 5

Create Job Opportunities

- Infuse the community with great ideas, have them take ownership and mentor them with entrepreneurs.
- Support self-employed businesses to create job opportunities for STÁUTW community members to gain work experience.
- Create local businesses that influence change in the community and encourage others to give back.
- Culturally appropriate development alongside mainstream career opportunities and leadership development.
- Relevant training programs for the Peninsula, with focus on the Indigenous growth population.
- Collaboration with the local Advanced Manufacturing and Technology sector.

PUBLIC WORKS

Support our community by making a safe place and somewhere people are proud to call home.

YEAR 1

Increase Safety on the Reserve

- Measures to increase safety on the reserve has been inadequate or nonexistent for generations. This has had a damaging impact on our community and our community members

There will be reduced standing water

- Independent houses and buildings will be maintained regularly by ensuring drains and culverts are cleared
- The infiltration and inflow to the wastewater treatment plant will be reduced
- Signage will be improved on the Nation.

Prioritize community health and safety by ensuring infrastructure is upgraded when necessary

- Locate service lines and signages
- Ensure Tsunami warning system is maintained
- Identify weaknesses in sewer inflow infiltration and plan corrective action
- Quarterly updates to community
- Inform the community of current and upcoming work

Increase effectiveness and equity of reserve by ensuring Public Works services run smoothly.

- Accessible services
- Uniform maps and plans
- Minimize disturbances

Develop and incorporate strategies to improve morale among community and STÁUTW members.

- Reduce water shut offs
- Improve transparency
- Celebrate staff
- Complete projects
- Obtain feedback and evaluations

Continue and improve our efforts to enhance the quality of life for those living on STÁUTW Nation.

- Regularly maintain services
- Eliminate standing water challenges
- Monitor road conditions including signage.

YEAR 3

Fully Certified Operators at the Wastewater Treatment Plant

- Ensuring proper precautions are taken and important wastewater regulations are followed is essential to the success of our wastewater treatment plant

Explore and implement strategies to strengthen community independence to reduce the need for contractors and external consultants

- Build internal capacity
- Gain proper equipment
- Provide ongoing and advanced training opportunities to member for specifically designed skills

Prioritize protecting and maintaining the environment

- Eliminate standing water
- Improve service quality
- Exceed wastewater regulations

- Maintain regular water flushing and testing

Offer long-term employment opportunities to community members to build capacity within both the community and the Public Works Department.

- Opportunities for job enhancement
- Job shadowing opportunities
- Training and certification opportunities

Enhance our efforts to increase knowledge and improve job safety

- Training courses and workshops
- Improve safety measures as per WorkSafeBC
- Ensure proper equipment is available, secure and meets standards

Explore and act on opportunities to establish our own revenue sources

- Increase independence and opportunities
- Build internal capacity
- Ensure cost recovery of utilities provided to non-members
- Less reliance on external resources

YEAR 5

Fully Operational Infrastructure System

- 100% of employees will have proper training
- The department will have the proper equipment and resources within the finance department to have accounts set up, allowing for accurate billing and coding
- A fully renewed or new Wastewater Treatment Plant

Create and implement a repair and maintenance schedule to better meet the needs of the community.

- Address community needs
- Hold safety meetings

- Up to date maps and plans of services

Support our staff to address other pertinent needs as they arise

- Improve staff accountability and attendance
- Improve efficiency and staff productivity
- Reduce distractions
- Orient staff with the new HR policy

Develop and implement an operating guide to provide consistent training to new and current staff.

- Offer the same standard of training
- Anticipate growing demands
- Promote experienced supervisors and managers
- Keep current and linked to the Emergency Management Plan

Ensure quality of Services are provided.

- Community feedback and evaluations
- Maintain common work standards
- Create opportunities for personal growth/mentorship

FISHERIES

YEAR 1

Provide Marine Safety Response Training

Tsawout's ability to respond quickly and effectively to marine disasters is dependent on our staff receiving proper and timely education and training. The following strategic objectives will ensure that all Fisheries personnel receive Marine Safety Response Training and will be able to respond to marine safety when required.

Enhance our efforts at protecting our resources in Tsawout's territory (in marine and fresh)

- Deliver safety training and operations protection for our resources to Tsawout First Nation members.
- Coordinate sectoral meetings that are applicable to the Fisheries Department

Prioritize the importance of protection for our natural resources and environment

- Manage and monitor ecosystems to implement traditional practices.
- The fisheries crew will be active participants in enhancement, restoration, and rehabilitation projects

Staff will be fully trained to respond for all natural disasters

- Establish an emergency protocol plan so we can act at a moment's notice for any marine disaster
- Staff will be trained to be knowledgeable of the equipment, vessels, and plans required for response

YEAR 3

Establish a Guardian Watchman Program

Tsawout's ability to protect our traditional territories relies on creating a Guardian Watchman Program. This is an important and necessary step we must take to move forward and generate the change we want to see in the protection and management of our land and its resources. The following strategic objectives will ensure that we work collaboratively with the government to accomplish this goal in a timely manner.

Continue and implement our "Marine Use Law"

- To challenge the current practice by negotiating and enforcing this law with all governments, industries, and businesses

Improve the efforts in managing all resources in and around our territory.

- Work to have full control of monitoring research efforts for all resources in Tsawout First Nation territory

Assert our Douglas Treaty rights in managing all our resources in our territories.

- Advocate for change by challenging all sectoral integrated management plans

YEAR 5

Manage our Traditional Territories

Tsawout's ability to protect our traditional territories is contingent on these resources being returned to and managed by Indigenous people. The following strategic objectives will ensure that we take the necessary steps needed to accomplish this goal so our habitat and waterways can be managed by the Tsawout First Nation Fisheries Department.

Continue to protect all resources in our traditional territories.

- Work to have fully trained guardianship to monitor all resources in our territories
- Improve on reporting unethical poaching activities by fining individuals
- Work collaboratively with the Coast Guard to address cleanup efforts when needed
- Continue to monitor and protect all resources for land, sea, and air

Ensure Indigenous people take the lead in managing our traditional territories.

- Take the lead in Tsawout First Nation territory by monitoring and compiling database information

Ensure the protection of our ecosystems by practicing our Douglas Treaty rights.

- Identify and apply traditional Indigenous knowledge.